

Appendix A: Helpful Websites

Information/Internet economy:

- The Global Information Infrastructure Commission (<http://gii.org/focus/ecommerce/>)
- The Internet Economy Indicators (<http://www.internetindicators.com>)
- The National Information Infrastructure (<http://nii.nist.gov/nii/niiinfo.html>)
- The President's Information Infrastructure Task Force (<http://www.iitf.nist.gov/about.html>)

General information about e-commerce/e-government:

- Center for Technology in Government (<http://www.ctg.albany.edu/>)
- CIO Communications Inc. (<http://www.cio.com>)
- Digital Government Institute (<http://www.digitalgovernment.com>)
- Electronic Process Initiatives Committee of the President's Management Council (<http://policyworks.gov/epic>)
- Federal Electronic Commerce Program Office (<http://ec.fed.gov/ecwshop/agenda.htm>)
- Government Ecommerce Sites (<http://www.wolfenet.com/~dhillis/govecommerce6229.htm>)
- National Association of State Information Resource Executives (<http://www.nasire.org>)
- SmartGov: (<http://policyworks.gov/smartgov>)
- Texas Electronic Commerce Association (<http://www2.outer.net/texasecomm/default.html>)
- The Alliance for Redesigning Government: <http://www.alliance.napawash.org/alliance>
- The National Electronic Commerce Coordinating Council (<http://www.ec3.org>)
- United States Government Electronic Commerce Policy (<http://www.ecommerce.gov>)

End-user issues:

- The Benton Foundation (<http://www.benton.org/>)
- Center For Democracy and Technology (<http://www.cdt.org>)
- Compliance with the Americans with Disabilities Act (ADA):
<http://www.johnco.cc.ks.us/acad/etc/technotes/ada.htm>, <http://www.magnet.state.ma.us/webmass/ada.htm>,
<http://www.thompson.com/tpg/person/able/ablelink.html>, and <http://www.usdoj.gov/crt/ada/adahom1.htm>
- Falling Through the Net: Defining the Digital Divide" <http://www.ntia.doc.gov/ntiahome/fttn99/contents.html>

Information privacy:

- Electronic Privacy Information Center (http://www.epic.org/privacy/privacy_resources_faq.html)
- Information Privacy: An Annotated Resource List: (<http://www.nocall.org/privbib.html>)
- Privacy & Encryption Clearinghouse
(http://www.ec3.org/InfoCenter/09_LinkSites/Clearinghouse_privacy.htm)
- Privacy Journal: (<http://www.townonline.com/privacyjournal/>)

Appendix B: Glossary

Internet-related materials and information are often laden with acronyms and technical terms that are sometimes confusing. In particular, discussions about e-government involve distinctions between and among terms such as portal, gateway, and e-commerce. The following glossary has been provided to clarify terms used in the body of this report. In most cases, the definitions that follow are direct quotes from various sources that have been cited for additional reference purposes.

Digital cash is a digitally signed payment message that serves as a medium of exchange.⁸ Digital cash is a system of purchasing cash credits in relatively small amounts, storing the credits in your computer, and then spending them when making electronic purchases over the Internet. Theoretically, digital cash could be spent in very small increments, such as tenths of a cent (U.S.) or less. Most merchants accepting digital cash so far, however, use it as an alternative to other forms of payment for somewhat higher price purchases. There are several commercial approaches to digital cash on the Web. Among these are eCash from DigiCash and Cybercash.⁹

A digital certificate is an electronic "credit card" that establishes credentials when doing business or other transactions on the Web. A certificate is issued by a certification authority (CA). It contains a name, a serial number, expiration dates, a copy of the certificate holder's public key (used for encrypting and decrypting messages and digital signatures), and the digital signature of the certificate-issuing authority so that a recipient can verify that the certificate is real. Some digital certificates conform to a standard such as X.509. Digital certificates can be kept in registries so that authenticated users can look up other users' public keys.¹⁰

A digital signature: A digital code that uniquely identifies the sender and which is usually attached to an electronically transmitted message.¹¹ A digital signature (not to be confused with a digital certificate) is an electronic rather than a written signature that can be used by someone to authenticate the identity of the sender of a message or of the signer of a document. It can also be used to ensure that the original content of the message or document that has been conveyed is unchanged. Additional benefits to the use of a digital signature are that it is easily transportable, cannot be easily repudiated, cannot be imitated by someone else, and can be automatically time-stamped.¹²

A directory is, in general, an approach to organizing information, the most familiar example being a telephone directory. 1) On the World Wide Web, a directory is a subject guide, typically organized by major topics and subtopics. The best-known directory is the one at Yahoo (<http://www.yahoo.com>). Many other sites now use a Yahoo-like directory including major portal sites. 2) In computer file systems, a directory is a named group of related files that are separated by the naming convention from other groups of files.¹³

Electronic commerce: Conducting business on-line. This includes, for example, buying and selling products with digital cash and via Electronic Data Interchange (EDI).¹⁴ A more formal definition of electronic commerce is commercial activity that takes place by digital processes over a computer network, usually the Internet, between and among entities in the private sector, government institutions, and/or members of the public. These activities generally involve the electronic exchange of information to acquire or provide products or services, to place or receive orders, to provide or obtain information, and to complete financial transactions.

Electronic government (e-government): Government activities that takes place by digital processes over a computer network, usually the Internet, between the government and members of the public and entities in the private sector, especially regulated entities. These activities generally involve the electronic exchange of information to acquire or provide products or services, to place or receive orders, to provide or obtain information, or to complete financial transactions. The anticipated benefits of e-government include reduced operating costs for

⁸ Source: <http://www.aci.net/kalliste/digiprin.htm>

⁹ Source: <http://www.whatis.com/digitalc.htm>

¹⁰ Source: <http://www.whatis.com/>

¹¹ Source: http://www.globeset.com/Commerce/Glossary/d.shtml#digital_signature

¹² Source: <http://www.whatis.com/>

¹³ Source: <http://www.whatis.com/>

¹⁴ Source: http://webopedia.internet.com/TERM/e/electronic_commerce.html

government institutions and regulated entities, increased availability since government services can be accessed from virtually any location, and convenience due to round-the-clock availability. In addition, electronic government provides direct communications between legislators and their constituents via e-mail.

Encryption is the conversion of data into a form, called a cipher, that cannot be easily understood by unauthorized people. Decryption is the process of converting encrypted data back into its original form, so it can be understood.¹⁵

Full transactional service: A full transactional service allows end users to complete a transaction online. An example would be the ability both to complete an online form and submit it to the appropriate agency electronically. [See also "Limited transactional service" below.]

Gateway: see Portal and Web portal definitions.

The **Internet**, sometimes called simply "the Net," is a worldwide system of computer networks - a network of networks in which users at any one computer can, if they have permission, get information from any other computer (and sometimes talk directly to users at other computers). It was conceived by the Advanced Research Projects Agency (ARPA) of the U.S. government in 1969 and was first known as the ARPANet.¹⁶

Limited transactional service: A limited transactional service does not provide complete interactional functionality. For example, a limited transaction service would allow an end user to download a form; however, the user would need to complete the form off-line and then mail it back to the agency using traditional postal procedures.

Portal: Usually used as a marketing term to describe a Web site that is or is intended to be the first place people see when using the Web. Typically a "portal site" has a catalog of web sites, a search engine, or both. A portal site may also offer email and other service to entice people to use that site as their main "point of entry" or "gateway" (hence "portal") to the Web.¹⁷ [See also "Web portal" below.]

Public key infrastructure (PKI): The set of security services that enable the use and management of public-key cryptography and certificates, including key, certificate, and policy management.¹⁸

Web portal : A Web site or service that offers a broad array of resources and services, such as e-mail, forums, search engines, and on-line shopping malls. The first Web portals were online services, such as America Online (AOL), that provided access to the Web, but by now most of the traditional search engines have transformed themselves into Web portals to attract and keep a larger audience.¹⁹

World Wide Web, usually referred to as the "Web," is all the resources and users on the Internet that are using the Hypertext Transfer Protocol (HTTP).²⁰ Pages on the Web can contain graphics, text, audio, and video.

X.500 Directory Service is a standard way to develop an electronic directory of people in an organization so that it can be part of a global directory available to anyone in the world with Internet access. Such a directory is sometimes called a global White Pages directory. The idea is to be able to look up people in a user-friendly way by name, department, or organization. Many enterprises and institutions have created an X.500 directory. Because these directories are organized as part of a single global directory, users can search for hundreds of thousands of people from a single place on the World Wide Web. The X.500 directory is organized under a common "root" directory in a "tree" hierarchy of country, organization, organizational unit, and person. An entry at each of these levels must have certain attributes; some can have optional ones established locally. Each organization can implement a directory in its own way as long as it adheres to the basic schema or plan. The distributed global directory works through a registration process and one or more central places that manage many directories.²¹

¹⁵ Source: <http://www.whatis.com/>

¹⁶ Source: <http://www.whatis.com/>

¹⁷ Source: <http://www.matisse.net/files/glossary.html#P>

¹⁸ Source: http://www.globeset.com/Commerce/Glossary/p.shtml#public_key_infrastructure

¹⁹ Source: http://webopedia.internet.com/TERM/W/Web_portal.html

²⁰ Source: <http://www.whatis.com/>

²¹ Source: <http://www.whatis.com/>

Appendix C: Survey Form

Survey Instructions: This survey contains three sets of questions that can be answered via email. The first section addresses general information about your state's overall direction with regard to electronic government. The second section focuses on your e-government project or service. In the third section, a space is provided for you to indicate your willingness to participate in a follow-up telephone conversation.

Most of the items in this survey are in short-answer or multiple choice format. Feel free to indicate your answers simply by typing an "x" in the space(s) provided, etc. For short-answer questions, please type your reply directly beneath the question. If you do not know the answer to a question or do not have time to reply to it, feel free to leave it blank for now. Thank you!

I. General Overview of Your State's e-government Initiatives or Projects

- 1) What is the general status of electronic government (e-government) initiatives in your state?
☐ Have only implemented agency-level projects; no statewide initiative is underway
☐ Have implemented statewide pilot only
☐ Have conducted statewide pilot and now offer full service transactional services
☐ Now offer full service transactional services but did not pilot the service first
☐ Are considering e-government at this time
- 2) What agency/organization oversees your state's e-government policies, planning and standards?
- 3) Would you like to receive a copy of the survey results ?
☐ Yes (please include email address)
☐ No

II. Information about an e-government project

A. General Information

- 1) Was this service/ project legislatively mandated or authorized?
☐ Yes (please specify Bill Number)
☐ No
☐ Don't know

If yes, was specific funding attached?
- 2) Service / Project type:
☐ Web Portal for Access to State Government
☐ Non-Internet Online System
☐ Other (please specify)
- 3) Are all state agencies required to use the service / project?
☐ Yes
☐ No
- 4) Which agencies/ political entities participated in the development of the service / project?
- 5) Which agency/administrative unit oversees implementation of this service / project?
☐ governing board (please specify)
☐ agency (please specify)
☐ other (please specify)

- 6) Which agency / administrative unit oversees the completed project?
 ____governing board (please specify)
 ____agency (please specify)
 ____other (please specify)
- 7) Who is responsible for day-to-day management of this project?
 ____ State agency: (please specify)
 ____ Contracting company
 ____ Other (please specify)
- 8) How many staff are devoted to maintaining this project?
 Contracted
 ____full-time
 ____part-time
 State agency employees
 ____full-time
 ____part-time
- 9) What are the project's help desk hours of operation?
 ____24x7
 ____Other (please specify)
- 10) Did you develop a formalized marketing plan to promote public use of this service?
 ____Yes
 ____No
 ____Don't know
- 11) How long has this service / project been in place?
- 12) What is the approximate number of users per month?
- 13) What is the approximate number of transactions per month?

B. Costs/Benefits

- 14) It is possible that vendors may absorb some of the initial costs in such a program. How were the startup costs associated with this project apportioned?
- For Equipment? ____state____vendor____other (please specify - \$ or %)
- For Personnel? ____state____vendor____other (please specify - \$ or %)
- Other? ____state____vendor____other (please specify - \$ or %)
- Don't know
- 15) What are the approximate ongoing costs associated with this project?
- For Equipment? ____state____vendor____other (please specify)
- For Personnel? ____state____vendor____other (please specify)
- Other? ____state____vendor____other (please specify)

Don't know

- 16) Did implementation of this service have an effect upon participating agencies' costs in any way?
___ Yes. If yes were costs higher or lower and approximate amount. _____
___ No
___ Don't know
- 17) Did implementation of this service have an effect upon participating agencies' revenues in any way?
___ Yes. If yes were revenues higher or lower and approximate amount. _____
___ No
___ Don't know
- 18) Have there been any increases or decreases in standard agency fees for services as a result of this project (e.g., license/certificate fees, etc.)
___ Yes. (please describe)
___ No
___ Don't know
- 19) Have any internal processes changed (at the agency level) as a result of this service (e.g., common data fields developed, etc)?
___ Yes. (please describe)
___ No
___ Don't know
- 20) If this project is contracted outside state government, are there any cost-sharing arrangements in place such as the following? (please 'x' all that apply):
___ No
___ Yes (please specify who shares the costs & how)
 ___ per transaction
 ___ % of total monthly/quarterly/yearly revenue
 ___ other (please specify)
- 21) If this project is contracted outside state government, are there any revenue-sharing arrangements in place? (please 'x' all that apply):
___ No
___ Yes (please specify who shares the revenues & how)
 ___ per transaction
 ___ % of total monthly/quarterly/yearly revenue
 ___ other (please specify)
- 22) Does the state or vendor repackage information and sell it as a "value-added service?"
___ Yes
___ No (if no, please skip the next two questions)
___ Don't know
- 23) If the service is contracted, what percentage of revenue from the value-added service does the state receive? (e.g., 10% of the revenue from value added services offered by vendor)
- 24) If the service is a state function, what revenues does the state realize from the value-added services offered from this project?
- 25) Do you have processes in place to track public use of each service? If yes, please "x" all that apply below.
___ #licenses issued
___ amount of fees paid
___ site visit counts (e.g., # visitors to web sites)

___#requests received for forms, reports, etc.
___other

- 26) Do you have a formalized evaluation process in place to assess public use of this service?
___Yes. If Yes, will you share the evaluation process? Results?
___No
___Don't know

- 27) Have you seen an increase in demand for new services offered electronically? If so, what types of services are being requested?

C. Technical Configuration

- 28) If contracting for the services / project, how is the data delivered to the contractor?
___application links to state database
___porting of information (copies of database) If so, how often_____
___other (please describe)

- 29) Does the contractor link to legacy mainframe applications and/or web enabled systems?
___yes (please specify how)
___no

- 30) If you have links to existing state systems, who developed the application program interface (API)?
___contractor (please specify)
___state
___other

- 31) Are agencies' legacy systems being supported? If so, how?
___porting information
___Other (please specify)

- 32) Have you implemented a directory service. If yes, what directory structures/standards are being used?
___x.500 (specify software)
___LDAP (specify software)
___Other (please specify)

- 33) Are digital signatures used for top level authentication?
___yes (if yes, what type of applications)
___no

- 34) Are there any "server" growth projections due to increased demand for e-government services?

D. Issues and Concerns

- 35) Did you publish an official information privacy policy as part of this project?
___Yes. If Yes, will you share the policy?
___No
___Don't know

- 36) Have there been any formal complaints from end-users or agencies about information privacy related to this project?
___Yes. If Yes, approximately how many? Any resolutions?
___No
___Don't know

- 37) Does your state have any policy and/or program regarding deployment of end-user terminals that can be used to access the service? If so, please describe briefly.
- 38) If applicable, has your state legislature facilitated or limited this activity in any way?
- 39) If applicable, have state agencies enabled or constrained this activity in any way?
- 40) If your state contracted for an e-government pilot project, then went to full implementation – was the contract re-bid after the pilot?
- ___ Yes
- ___ No

III. Questions for Follow-up Telephone Conversation

Would you be willing to participate in a follow-up conversation?

- ___ Yes (if yes, please continue with Contact Information below)
- ___ No

A. Contact Information

Your daytime telephone number, including area code: Best day time to contact you:

Please Specify day and Time: _____

B. Questions to Consider Prior to Follow-up Telephone Interview

1. How would you characterize your success so far? Problems encountered?
2. What, if any, sustainability problems/barriers have you encountered thus far?

Appendix D: Resources

Resources in this section include sample privacy policies, end-user feedback mechanisms from state sites, style sheets for agency development of web pages, and surveys and reports related to e-government initiatives.

A. Sample Privacy Policies

A study by the *Privacy Journal* (<http://www.townonline.com/privacyjournal/>) based in Providence, Rhode Island ranked California in the top tier of states with good privacy protection. Other states that the Journal ranked as "high" included Connecticut, Florida, Hawaii, Illinois, Massachusetts, Minnesota, New York, Rhode Island, and Wisconsin. California's Electronic Commerce Advisory Council has a report entitled *If I'm so empowered, why do I need you? Defining Government's Role in Internet Electronic Commerce*. The report is available at the following Internet location: <http://www.e-commerce.ca.gov/>

B. Sample End-User Feedback Mechanisms

Most state websites provide an email address where citizens can send in questions and comments. The best sites offer a public comment capability directly from the main page. What follows are just a few examples of mechanisms through which the public can provide feedback to state website/portal managers:

- Florida and Arkansas offer an email function that is prominent from the portal's main page: http://www.state.fl.us/fgsd_html/email.html and <http://www.state.ar.us/ina/question.html>
- Iowa makes a feedback form available to the public: <http://www.state.ia.us/main/contact/feedback.html>
- Maine provides a user feedback survey: <http://www.informe.org/contact/feedback.html>
- Massachusetts offers a vehicle for comments, suggestions, and corrections to the state's web pages: <http://www.state.ma.us/contact.htm>
- Utah provides a handy feedback form for public input on specific informational services, called "What kinds of business would you like to conduct with government?" It can be viewed at this address: <http://www.state.ut.us/questionair.html>
- Washington offers several types of information and opportunities for the public to interact through its Legal and Privacy Information page: <http://access.wa.gov/siteinfo/pdpnotice.asp>. Washington's site also provides a way for the public to suggest additional links. To be eligible, the links should be to organizations supported by public funds, such as state agencies, cities, public non-profits, etc., or of general interest to Washington state citizens: <http://access.wa.gov/siteinfo/addlink.asp>

C. Sample Style Sheets and Web Guidelines

The state of Washington provides an example of a style guide that is intended to help agencies develop their own web pages. The guide includes information about HTML markup review, development tools, universal web design and other information which can simplify agency website development. It is available at the following Internet location: <http://www.wa.gov/dis/interactive/styleguide/>

D. Surveys, Reports and Related Research

The DIR research team consulted several additional sources of information as background to this survey project. These sources include subscription-based services available on CD-ROM as well as several online sources, e-commerce magazines and publications, and government association websites.

Cain, M. *Enterprise Portals: A Publishing Model*. [CD-ROM]. Stamford, CT: META Group, Inc, October 21, 1999.

Folger, D. *Enterprise Portal Taxonomy*. [CD-ROM]. Stamford, CT: META Group, Inc, September 15, 1999.

Gotta, M. *Categorizing Portals*. [CD-ROM]. Stamford, CT: META Group, Inc, September 15, 1999.

Gotta, M. *Portals: More Than a Pretty (Inter)Face*. [CD-ROM]. Stamford, CT: META Group, Inc, September 17, 1999.

- Integrated Service Delivery: Governments Using Technology to Serve the Citizen - International, Federal, State, and Local Government Experiences*. [Online]. August 1999. U.S. General Services Administration. Available: <http://policyworks.gov/org/main/mg/intergov/advisoryframe.html> [Accessed December 13, 1999].
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- National Electronic Commerce Coordinating Council. (no date). *Purchasing Electronic Commerce Systems - Vendor Survey*. [Online]. Available: http://www.ec3.org/InfoCenter/02_WorkGroups/EProcurement/Surveys/survey.pdf
- National Electronic Commerce Coordinating Council. *What is Electronic Commerce? Electronic Commerce Issue Report No. 2*. [Online]. Available: http://www.ec3.org/InfoCenter/07_Publications/IssueReport002.htm [Accessed October 19, 1999].
- The National Electronic Coordinating Council and the Center for Digital Government. *Electronic Commerce: A Blueprint for States*. [Online]. Available: <http://www.naspo.org/ECCC/neccc99/presentations/whitepaper-draft.pdf>
- The Progress and Freedom Foundation. (1997). *The Digital State: How State Governments are Using Digital Technology*. Washington, DC: Progress and Freedom Foundation.
- The White House. (July 1, 1997). *A Framework for Global Electronic Commerce*. [Online]. Available: <http://www.ecommerce.gov/framework.htm> [Accessed November 11, 1999].
- Von Hoffman, C. (1999 November 15). The Making of E-Government: A research project has brought together governments and businesses to study the future of government in the digital economy. *CIO: Enterprise Section*, 49-52.

Appendix E: Summary Tables

The following series of tables summarizes the information received in the surveys. Column headings indicate survey questions.

I. General Overview

State	General Status	Oversight Agency or Organization
Arizona *	1	Government Information Technology Agency (GITA)
Arkansas *	4	Governing Board of Information Network of Arkansas
California	6	Department of Information Technology (DOIT)
Florida	1	Office of the Governor and State Technology Office
Georgia*	4	GeorgiaNet Authority
Idaho *	1	Information Technology Resource Management Council (ITRMC)
Indiana *	4	Intelenet Commission
Iowa *	3	State of Iowa Information Technology Services and IOWAccess Network Advisory Council
Kansas *	4	Governing Board of Information Network of Kansas
Maine *	3, 4	InforME Board
Massachusetts	4	Executive Office for Administration and Finance's Information Technology Division
Michigan	6	State CIO in the Department of Management and Budget
Mississippi	5	Strategic Services Division of the Mississippi Department of Information Technology Services
Nebraska *	4	Nebraska State Records Board (NSRB)
New York	6	INA
Ohio	6	NA
Pennsylvania	3	Governing Board in place serving as steering committee made of key decision-makers from selected agencies
Utah *	3	Utah Electronic Commerce Council advisory board to the CIO
Virginia *	6	Virginia Information Providers Network Authority
Washington	3,4	Cabinet-level subcommittee chaired by Governor's Chief of Staff and Governor's Technology Advisor

Key:

- 1 = Have only implemented agency-level projects; no statewide initiative is underway
- 2 = Have implemented statewide pilot only
- 3 = Have conducted statewide pilot and now offer full service transactional services
- 4 = Now offer full service transactional services but did not pilot the service first
- 5 = Are considering e-government at this time
- 6 = Statewide Initiative Underway
- INA = Information Not Available
- NA = Not Applicable
- * States that are contracting out their portal

II. Information about e-government projects

A. General Information

Surveys Received to Date:

	1. Web Portal: Enterprise Approach (E) or Limited/Other(L)	2. Mandated by Legislature(L), Governor(G), or Agency Initiative(A)	3. Agency participation optional?	4. Participants in the development the project State(S) or Contract(C)	5. Oversees implementation: Governing Board(G), State(S), Other(O)	6. Oversees the completed project: Governing Board (G), State(S), Other(O)	7. Responsible for day- to-day management, State(S) or Contract(C)	8. Staff is dedicated to the project, State(S) or Contract(C)	9. Hours of operation, 24x7 or Other(O)?	10. Formalized marketing plan was utilized? Yes(Y), No(N), In Planning (IP)	11. Launch Date: Less than 1yr(A), 1yr - 2yrs(B), 2yrs+(C)	12. Methods of Tracking Activity: Hits(H), Subscribers/Users(U), Transactions (T)	13. Transaction Volume: hits(H), Users(U), Searches(S), Dollars(D)
AZ*	E	A/CIO	Yes	S	S	G	S	S	O	Yes	A	INA	INA
AR*	E	L	Yes	S	G	G	C	S,C	24 x 7	No	C	H	H,U,S
CA	E	G	Yes	S,C	S	S	S	S	O	Yes	A	U	U
FL	L	INA	Yes	S	S	S	S	C	24 x 7	Yes	C	NA	H
ID*	E	L	Yes	S,C	O	O	O	C	O	Yes	A	NA	NA
IA*	E	A	Yes	S	S	S	S	S,C	24 x 7	Yes	B	H	INA
KS*	E	L	Yes	S,C	G	G,S	S,C	C	24 x 7	Yes	C	U	D
ME*	E	L	Yes	S	G	G	S	C	24 x 7	IP	A	INA	INA
MI	E	A	Yes	S	S	S	S	S	24 x7	Yes	C (1995)	H	H
MS	E	A	Yes	S	G,S	G,S	INA	INA	INA	INA	INA	INA	INA
NE*	E	L	Yes	S,C	G	G	C	S,C	24 x 7	Yes	C	H,U	H,S
OH	L	L	Yes	S	S	S	S	S	24 x 7	No	C	U	H
PA	E	G	No	S	G	G	S	S,C	O	Yes	A	U	INA
UT*	E	A/CIO	Yes	S	G,S	G,S	C	S,C	INA	No	A	INA	INA
VA*	E	G	INA	S	G	G	O	C	24 x 7	INA	B	H	INA
WA	E	G	Yes	S	S	S	S	S	24 x 7	Yes	B	H	INA

Surveys Not Received to Date:

GA*	E	L	INA	INA	INA	INA	INA	INA	INA	INA	C	INA	INA
IN*	E	L	Yes	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA
MA	L	A/CIO	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA
NY	INA	L	Yes	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA

Key:

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B. Costs/Benefits

Surveys Not Received to Date:

	14. Startup Costs: State(S), Vendor(V), Both(B)	15. Ongoing Costs: State(S), Vendor(V), Both (B)	16. Was there a cost impact to the Agency?	17. Revenue impact on Agency?	18. Portal result in a change of Agency Fees?	19. Impact on Agency Processes?	20. Cost-sharing Arrangements in place?	21. Revenue sharing: per transaction(T), % per month(M), Other(O)	22. Value added services available?	23. Percent to state for value-added services?	24. Revenues from value- added services?	25. Tracking Use of Service?	26. Evaluation process in place? Yes(Y), No(N), In Planning (IP)	27. Increase in demand for new services?
AZ*	B	B	Yes	Yes	Yes	Yes	Yes	T	Yes	INA	INA	1,2,3,4,5	Yes	Yes
AR*	V	V	Yes	Yes	Yes	Yes	No	T,M	No	INA	INA	1,2,3,4	No	Yes
CA	S	INA	No	No	No	No	No	No	No	INA	INA	5	Yes	NA
FL	INA	S	Yes	Yes	Yes	Yes	Yes	No	Yes	NA	Yes	1,2,3,4,5	Yes	Yes
ID*	V	V	INA	INA	INA	INA	INA	INA	Yes	0%	NA	NA	NA	NA
IA*	B	INA	INA	INA	No	No	No	No	INA	INA	INA	1,2,3,4	Yes	Yes
KS*	V	INA	No	Yes	Yes	Yes	No	T,M	Yes	90%	Yes	1,2,3,4	Yes	Yes
ME*	V100%	V100%	Yes	Yes	No	No	No	T	Yes	INA	Yes	INA	IP	INA
MI	INA	INA	Yes	INA	INA	Yes	NA	NA	No	INA	INA	1,2,3,4	Yes	Yes
MS	INA	INA	INA	INA	INA	INA	NA	NA	NA	NA	NA	NA	NA	NA
NE*	V	V	Yes	Yes	Yes	No	No	T,M	No	INA	INA	1,2,3,4	No	Yes
OH	S	INA	No	No	No	Yes	INA	INA	INA	INA	INA	3,4	No	Yes
PA	S	INA	Yes	No	No	Yes	NA	NA	No	NA	No	3,4	No	Yes
UT*	V	INA	No	No	No	Yes	No	No	Yes	NA	NA	1,2,3,4	No	INA
VA*	V100%	INA	Yes	INA	INA	INA	INA	INA	Yes	INA	NA	INA	INA	Yes
WA	V75%	S95%	No	INA	No	Yes	No	No	No	INA	INA	3	Yes	Yes

Surveys Not Received to Date:

GA*	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA
IN*	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	Yes	INA
MA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA
NY	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA	INA

KEY

- Question 26: 1=# Licenses issued, 2=amount of fees paid, 3=site visit counts, 4=#requests received for forms, reports, etc, 5=other
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C. Technical Configuration

Surveys Not Received to Date:

	28. Method of data delivery to portal vendor: application links(A), porting of information(P)	29. Portal vendor link to legacy mainframe applications, and/or web enabled systems	30. API developer for #29: Contractor(C), State(S), Other(O)	31. Agency's Legacy systems supported: porting information(P), Other(O)	32. Directory Structure/Standards: x.500, LDPA, Other(O)	33. Digital Signatures used for top level authentication: Implemented(I), Planned(P)	34. New server growth projections, due to increased e-gov service demands
AZ*	A,P	Yes	C	P,O	x.500, LDPA, O	I	Yes
AR*	A,P	Yes	C,S	P	INA	P	Yes
CA	NA	NA	NA	NA	NA	I	NA
FL	A,P	Yes	P	C,S	LDPA	I	Yes
ID*	NA	NA	NA	NA	NA	NA	NA
IA*	A	Yes	C	P	x.500	P	Yes
KS*	A,P	Yes	C	O	INA	No	Yes
ME*	A	Yes	C	O	x.500	No	Yes
MI	NA	NA	NA	O	INA	P	Yes
MS	NA	NA	NA	NA	NA	NA	NA
NE*	A,P	Yes	C	P	NONE	P	Yes
OH	INA	INA	INA	P	LDPA	No	Yes
PA	INA	Yes	C	P	INA	No	INA
UT*	A	Yes	C	INA	LDPA	No	INA
VA*	INA	INA	INA	INA	INA	INA	INA
WA	NA	NA	S	P,O	INA	P	INA

Surveys Not Received to Date:

GA*	INA	INA	INA	INA	INA	INA	INA
ID*	INA	INA	INA	P,O	INA	INA	INA
MA	INA	INA	INA	INA	INA	P	INA
NY	INA	INA	INA	INA	INA	INA	INA

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D. Issues and Concerns

Surveys Received to Date:

	35. Official information privacy policy?	36. Privacy complaints received?	37. Program to address end-user access?	38. Legislature facilitated this project?	39. State agencies supportive?	40. Portal contract re-bid after initial pilot?
AZ*	Implemented	No	NA	NA	Yes	Yes
AR*	No	No	In Planning	Yes	Yes	INA
CA	Implemented	INA	INA	NA	INA	INA
FL	Implemented - Agency Level	No	Yes	Yes	Yes	No
ID*	No	INA	No	No	No	INA
IA*	No	Yes	No	Yes	Yes	Yes
KS*	INA	No	INA	Yes	Yes	NA
ME*	No	No	Yes	Yes	Yes	NA
MI	In Planning	INA	In Planning	No	Yes	NA
MS	NA	NA	NA	No	No	NA
NE*	In Planning	No	No	Yes	Yes	NA
OH	In Planning	No	Yes	Yes	Yes	INA
PA	No	No	No	Yes	Yes	INA
UT*	In Planning	No	INA	Yes	Yes	NA
VA*	Implemented	INA	INA	INA	INA	INA
WA	In Planning	No	No	Yes	Yes	NA

Surveys Not Received to Date:

GA*	INA	INA	INA	Yes	INA	INA
IN*	INA	INA	INA	INA	INA	INA
MA	In Planning	INA	INA	No	INA	INA
NY	INA	INA	INA	Yes	INA	INA

KEY

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Appendix F: State Contacts for Portal Survey Project

(*indicates portals that are contracted outside of state government)

State	Last Name	First Name	Title	Agency	Phone Number	Email address
Arizona* http://servicearizona.ihost.com/	Muir	Chris	Statewide Project Specialist	Government Information Technology Agency	(602) 340-9698 x226	comuir@gita.state.az.us
	Wix	Paul	Planning and Research Manager	Government Information Technology Agency	(602) 340-9698 x216	pawix@gita.state.az.us
Arkansas* http://www.state.ar.us	Chandler	Robert P.	Network Manager	Information Network of Arkansas	(501) 324-8901	robert@ark.org
	Cromwell	Susan	Director, Office of Information Technology	Department of Information Systems	(501) 682-4302	susan.cromwell@mail.state.ar.us
California	Sanders	Scott	Assistant Director of Electronic Tax Administration	Franchise Tax Board	(916) 845-3978	scott_sanders@ftb.ca.gov
	Cortina	Gabriel	Assistant Director	Department of Information Technology	(916) 445-5833	GCortina@doit.ca.gov
	Cortez	Elias S.	Chief Information Officer for the State of California	Department of Information Technology	(916) 445-3050	ecortez@doit.ca.gov
Florida http://fcn.state.fl.us/gsd/	Christopher	Mary	Project Chairman/Director	State Technology Office	(850) 488-8031	christm@dms.state.fl.us
	McMillan	Kim	Operations and Management Consultant	State Technology Office	(850) 488-4494	mcmillk@dms.state.fl.us
Georgia* http://www.ganet.org/	Bostick	Tom	Executive Director	GeorgiaNet Authority	(404) 651-8690	tom@ganet.org
Idaho*	Browne	Miles	Project Manager, Information Technology Division	Department of Administration	(208) 332-1875	Mbrowne@adm.state.id.us
	Farnsworth	Bill	Analyst, Information Technology Resource Management Council	Department of Administration	(208) 332-1878	bfarnsw@adm.state.id.us
Indiana* http://www.state.in.us	Larimer	Laura	Director of Information Technology	Department of Administration	(317) 232-3171	llarimer@doit.state.in.us
	Bradley	Brad	Network General Manager	Access Indiana Information Network	(317) 233-2106	brad@nicusa.com
	Kadlec	Ginger	Director of Marketing	Access Indiana Information Network	(317) 233-8560	gkadlec@ai.org
Iowa* http://www.state.ia.us	Arringdale	David	Planning & Standards Officer	Information Technology Services	(515) 281-5343	dave.arringdale@its.state.ia.us
Kansas* http://www.state.ks.us	Heiman	Don	Director, Division of Information Systems & Communications	Department of Administration	(785) 296-2731	don.heiman@state.ks.us
Maine* http://www.informe.org/	Mayer	Robert	Chief Information Officer, Bureau of Information Services	Department of Administrative & Financial Services	(207) 624-7840	robert.a.mayer@state.me.us
	Cloutier	Mary	Bureau of Information Services	Department of Administrative & Financial Services	(207) 624-7536	mary.cloutier@state.me.us
Massachusetts http://www.state.ma.us/	Kauffman	Sylvia	Senior Policy Analyst, Strategic Planning Group	Information Technology Division	(617) 973-0833	Sylvia.Kauffman@state.ma.us
	Boldman	Claudia	Online Government Coordinator, Strategic Planning Group	Information Technology Division	(617) 973-0857	Claudia.Boldman@state.ma.us

State	Last Name	First Name	Title	Agency	Phone Number	Email address
Michigan http://www.state.mi.us/	Ozols	Andris	Senior Analyst	Department of Management & Budget	(517) 335-1519	OzolsA@state.mi.us
	Boersma	George	Chief Information Officer & Deputy Director, Director's Office	Department of Management & Budget	(517) 373-1006	boersmag@state.mi.us
Mississippi http://www.state.ms.us	Orgeron	Craig	Emerging Technology Coordinator	Department of IT Services	(517) 359-2689	orgeron@its.state.ms.us
Nebraska* http://www.state.ne.us	Henderson	Steven	Deputy Administrator, Information Management Services	Department of Administrative Services	(402) 471-4861	Shenders@notes.state.ne.us
	Conroy	Thomas	Acting Administrator, Intergovernmental Data Services Division	Department of Administrative Services	(402) 471-4348	tconroy@notes.state.ne.us
	Lemon	Greg	Deputy Secretary of the State	Secretary of the State	(402) 471-2554	glemon@mail.state.ne.us
	Armstrong	Rod	General Manager	Nebraska@ Online	(402) 471-6582	rod@nol.org
New York	Campbell	Thomas	Project Director	Office for Technology	(518) 473-5622	tcamp@oft.state.ny.us
	Maxwell	Terry	Executive Director, The NYS Forum for IRM	Rockefeller Institute of Government	(518) 443-5001	TAMaxwell@aol.com
Ohio http://www.state.oh.us/	Theibert	Margaret	Acting Administrator, Office of IS Policy & Planning	Department of Administrative Services	(614) 466-5083	margaret.theibert@das.state.oh.us
	Lane	Betsey		Department of Administrative Services	(614) 728-5623	Betsey.Lane@das.state.oh.us
Pennsylvania http://www.state.pa.us	Hintze	Rhett	Executive Assistant to the Deputy for Information Technology	Governor's Office of Administration/ Office for Information Technology	(717) 705-0350	Rhintze@state.pa.us
Utah* http://www.state.ut.us/	Moon	David	Chief Information Officer	Governor's Office	(801) 538-1066	Dmoon@gov.state.ut.us
	Sherwood	Alan	State Electronic Commerce Coordinator	Governor's Office	(801) 538-1195	asherwoo@gov.state.ut.us
Virginia* www.vipnet.org or www.state.va.us	Houlihan	Dan	General Manager	Virginia Information Providers Network	(804) 786-6201	dan@vipnet.org
	Simonoff	Jerry	Acting Director	Council on Information Management	(804) 225-3622	Jsimonoff@ntp.state.va.us
Washington http://access.wa.gov/	Lim	Erika	Senior Policy Advisor	Department of Information Services	(360) 902-2981	erikal@dis.wa.gov
	Chapman	Scott	Senior Financial and Business Partner, Interactive Technologies	Department of Information Services	(360) 407-0748	scottc@dis.wa.gov
	Parma	Laura	Manager of Interactive Technologies	Department of Information Services	(360) 407-0127	laurap@dis.wa.gov